BC Transit

2017/18 – 2019/20 SERVICE PLAN

February 2017

BRITISH COLUMBIA

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Accountability Statement

The 2017/18 - 2019/20 BC Transit service plan was prepared under [my/the Board's] direction in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 26, 2017, have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles, BC Transit's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of BC Transit's operating environment, forecast conditions, risk assessment and past performance.

Frank Carson
Chair, Board of Directors

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Strategic Direction and Context

Strategic Direction

BC Transit's strategic direction, as defined in its 2017/18 Mandate Letter, is to coordinate the provision of transit services in the most cost-effective and efficient way possible. In alignment with provincial goals and objectives described in *B.C. on the Move*, BC Transit will invest funding increases to expand transit services, continue to assess its transit systems to maximize existing service levels, help to achieve the goals of BC's Climate Leadership Plan, support effective management and open government initiatives, accurately report forecasts and performance and achieve a balanced budget.

BC Transit's performance measures align with an ongoing commitment to the Taxpayer Accountability Principles (TAP), and reflect provincial values of cost consciousness, corporate accountability, appropriate compensation, service outcomes, respect, and integrity.

Operating Environment

The provincial operating investment in BC Transit, forecasted to increase significantly over the service plan period, remains the highest per capita in Canada and will enable accelerated growth in transit services in response to increasing demand. BC Transit delivers efficient and effective transit service to over 130 communities across the province. While the operating costs for most transit systems across Canada are primarily funded by local governments, BC Transit systems' costs are shared between the Province and local governments.

BC Transit will continue to work with its partners to optimize and grow existing services in 2017/18 and onwards to ensure they remain cost-effective while still meeting increasing customer demand. Provincial funding increases will expand transit services, in consultation with local government partners, to enhance existing services and to provide coverage to new areas in communities across the province. This will include over 70,000 new service hours in 2017/18.

Service expansion efforts will include enhanced transit services along the Highway 16 corridor, to better connect communities in support of the Province's efforts to enable residents of First Nations communities and municipalities to travel safely along the corridor.

Over the service planning period, BC Transit will deliver the Public Transit Infrastructure Fund projects announced by the Province and the Government of Canada including new or expanded transit facilities in Victoria, Kelowna, Prince George, Central Fraser Valley, Campbell River and Cowichan Valley. Additionally, a new SmartBus program will provide accurate, timely and reliable service data to better serve partner communities and allow customers to access real time information on transit services.

BC Transit will continue its fleet replacement program to reduce the increasing maintenance costs of an aging fleet and to help to achieve the goals of BC's Climate Leadership Plan by implementing more fuel-efficient technology. This will include building on the successful deployment of Compressed Natural Gas (CNG) buses in Nanaimo and Kamloops to identify opportunities to deploy CNG buses in communities throughout the province. BC Transit will also continue to develop information management and technology solutions to support effective management and open government initiatives.

Performance Plan

Goals, Strategies, Performance Measures and Targets

BC Transit's goals and strategies for 2017/18 – 2019/20 have been revised from those in the *2016/17 – 2018/19 Service Plan* to highlight a strategic emphasis on continuous improvement and increasing ridership. The performance measures from the *2016/17 – 2018/19 Service Plan* remain unchanged.

Performance measures for 2017/18 – 2019/20 include measures of transit system performance which reflect the overall health of transit in communities across the province and corporate performance measures which reflect the overall success of BC Transit in providing transit services. Performance of BC Transit's systems consistently benchmark well against comparable Canadian transit systems.

A complete listing of 2017/18 – 2019/20 performance measures and targets, as well as definitions and calculation methodologies for the measures, are found in Appendices C and D.

Goal 1: Increased Ridership

In support of the Province's commitment to increase transit ridership identified in *B.C. on the Move*, BC Transit will increase ridership by developing, delivering and continuously improving transit services which enhance value for its customers. BC Transit will improve perceptions of public transit by connecting with customers, community groups and stakeholders to build awareness of BC Transit services.

For performance monitoring purposes BC Transit uses "passenger trips per service hour" to monitor service effectiveness.

Strategies

BC Transit will increase transit ridership by:

- Optimizing transit service effectiveness;
- Promoting transit planning and integration;
- Maintaining customer satisfaction with service delivery;
- Enhancing online information effectiveness; and
- Building awareness of BC Transit's brand.

Performance Measure 1: Optimize Service Effectiveness

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Transit system	Conventional passenger trips per service hour	27.5	27.2	27.3	27.3	27.6
	Custom passenger trips per service hour	4.1	4.0	4.0	4.0	4.0

Data sources: BC Transit internal tracking data.

Discussion

Passenger trips per service hour measures the effectiveness of, and the demand for, the transit services being provided. Service effectiveness is expected to steadily increase for conventional

transit and remain relatively flat for custom transit. Expansion starting in 2017/18 is expected to attract additional ridership at an initially lower rate of utilization although as these services mature, this metric is expected to increase accordingly.

Performance Measure 2: Promote Planning and Integration

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Communities with service optimization review completed in past five years	95%	85%	85%	85%	85%

Data sources: BC Transit internal tracking data.

Discussion

Service optimization reviews provide local partners with timely reviews and recommendations to increase transit system efficiency and effectiveness. In addition to examining the productivity of existing services, BC Transit will be working with local government partners to determine the most effective distribution of service expansion opportunities and priority infrastructure improvements.

A stable forecast is expected, as BC Transit continues to work with local government partners to ensure that service optimization reviews are completed in an efficient manner that takes into account the scope of changes in regional transit needs

Performance Measure 3: Maintain Service Delivery

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Transit system	Customer satisfaction (on scale of 1, "very poor," to 5, "excellent")	3.72	3.55	3.65	3.69	3.72

Data source: Annual customer survey, conducted by a third party research firm.

Discussion

Customer Satisfaction measures the effectiveness of BC Transit in meeting customer expectations for service delivery. BC Transit will continue to take measures to enhance the customer experience. It is expected that Customer Satisfaction will improve as planned service expansions are implemented over the service planning period.

Performance Measure 4: Enhance Information Effectiveness

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Online communication strategy effectiveness (on scale of 1, "very poor," to 5, "excellent")	3.83	3.82	3.85	3.87	3.91

Data source: Annual customer survey, conducted by a third party research firm.

Discussion

Online communication strategy effectiveness measures customers' perception of BC Transit's online communication. This measure tracks the quality, value and effectiveness of information

online, including BC Transit's corporate website and social media efforts. Efforts to engage customers through social media channels are expected to improve as planned service expansions and new SmartBus technologies are implemented over the service planning period.

Performance Measure 5: Build Awareness

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Brand recognition	29%	28%	29%	30%	31%

Data source: Annual customer survey, conducted by a third party research firm.

Discussion

Brand recognition measures the effectiveness of building awareness of BC Transit through marketing and communication programs which highlight BC Transit's leadership role in providing sustainable transportation services to British Columbians. Public marketing opportunities over the next three years, particularly community events that communicate service expansions or major infrastructure projects, are expected to improve customer awareness.

Goal 2: Financial Management

BC Transit will practice sound financial management which balances the needs and expectations of customers with the affordable provision of transit service. BC Transit will contain costs and maximize efficiencies while expanding the contribution of sustainable, non-tax sources of revenue.

Strategies

BC Transit will practice sound financial management by:

- Increasing revenue; and
- Increasing operating cost efficiency.

Performance Measure 6: Increase Revenue

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Conventional operating cost recovery	36.1%	35.8%	32.8%	32.3%	32.1%
	Custom operating cost recovery	9.1%	8.7%	8.1%	8.0%	7.7%

Data sources: BC Transit financial system and audited financial statements.

Discussion

Operating cost recovery measures the self-sufficiency and financial performance of the transit system. A strong level of cost recovery is desirable, as it reduces the subsidy from taxpayers. Conventional and custom revenue yield, as measured by operating cost recovery, are expected to decline slightly over the Service Plan period. Inflationary input costs (e.g., fuel, labour, maintenance, and technology costs) are expected to be higher than corresponding increases in fares and advertising.

Performance Measure 7: Increase Cost Efficiency

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Conventional operating cost per passenger trip	$3.76	$3.95	$4.23	$4.26	$4.29
	Custom operating cost per passenger trip	$16.36	$16.81	$18.62	$18.94	$19.54

Data sources: BC Transit financial system and audited financial statements.

Discussion

Operating cost per passenger trip measures the efficiency of providing transit service. Increasing cost per passenger indicates that costs are growing at a faster rate than ridership. Conventional and custom service cost efficiency, as measured by operating cost per passenger trip, is expected to decrease slightly over the Service Plan period. Similar to operating cost recovery, it is anticipated inflationary costs will remain slightly higher than corresponding increases in ridership.

Goal 3: Deliver Operational Excellence

BC Transit will develop, deliver and continuously improve transit services which ensure the safety of its employees and customers. These services will exceed the expectations of its customers while respecting the expectations of taxpayers and community stakeholders. BC Transit will also be accountable for its environmental impact.

Strategies

BC Transit will deliver operational excellence by:

- Expanding transit service accessibility;
- Ensuring passenger and employee safety;
- Maintaining the quality of transit service; and
- Reducing its environmental impact.

Performance Measure 8: Expand Accessibility

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Transit system	Conventional service hours per capita	1.43	1.44	1.45	1.49	1.47
	Custom service hours per capita	0.25	0.25	0.26	0.26	0.26

Data sources: BC Transit internal tracking data.

Discussion

Service hours per capita is a measure of accessibility to transit based on the level of investment and provision of transit service relative to the population within a reasonable distance of transit routes. Conventional and custom service hours per capita are expected to increase over the period of the Service Plan as expanded services are implemented.

Performance Measures 9 and 10: Ensure Safety

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Passenger injury claims per million passenger trips	0.8	2.0	2.0	1.9	1.9
	Workplace injuries per 100 employees	5.2	5.8	5.2	5.1	5.0

Data sources: Passenger injury claims as reported by ICBC and BC Transit internal tracking data.

Discussion

The number of passenger injury claims per million passenger trips measures passenger safety with respect to travel-related injuries. This measure is influenced by an aging population (including an expected increase in the percentage of passengers who are seniors as BC Transit works to transition traditional custom passengers to conventional service), increased traffic under conditions of greater and more variable congestion, and a trending increase in bodily injury claims. The 2017/18 target is the same as that shown in BC Transit's *2016/17–2018/19 Service Plan* and is expected to improve by 2.5 per cent each year in 2018/19 and 2019/20 through focused improvements to driver training workshops.

Workplace injuries per 100 employees measures the rate of workplace injuries among BC Transit's workforce. This measure is influenced by an aging workforce and the recent addition of mental illness as an approved workplace injury. The 2017/18 target has been improved from that shown in BC Transit's *2016/17–2018/19 Service Plan* and is expected to improve in 2018/19 and 2019/20 due to an enhanced focus on safety protocols and improved communication of safety initiatives.

Performance Measure 11: Maintain Quality of Service

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Planned service delivered in conventional transit systems	99.8%	99.7%	99.7%	99.7%	99.7%

Data source: BC Transit internal tracking data and reports from BC Transit operating partners.

Discussion

The percentage of planned service delivered in conventional transit systems measures the quality of conventional transit service. The reliability of trips has an effect on the customer experience and the overall perception of transit and reflects BC Transit's ability to respond to emerging operational challenges while delivering transit services that are expected, and relied upon, by transit customers. The projected targets for this measure represent very high levels of reliability, reflecting BC Transit's current operational excellence, and are expected to remain stable over the period of the Service Plan.

Performance Measure 12: Environmental Impact

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Transit system	Carbon (GHG) intensity per service hour	28.88	28.86	28.83	28.82	28.81

Data source: BC Government SMARTTool data and BC Transit internal tracking data.

Discussion

Carbon intensity per service hour measures BC Transit's direct Greenhouse Gas (GHG) emissions in support of Provincial initiatives. GHG emissions are expected to decrease, reflecting the impact of the expected decline in carbon intensity of diesel fuel supplied in B.C. as a result of the Renewable and Low Carbon Fuel Requirements Regulation and further expansion of the CNG bus fleet.

Goal 4: Strengthen Our People and Partnerships

BC Transit will develop its existing employees and attract new employees while enhancing value for its customers and reflecting the Province's priorities of having labour stability and affordable service delivery throughout British Columbia. BC Transit will cultivate strong relationships with local governments and other community partners and explore new opportunities to enhance value for its customers and improve affordability for B.C. taxpayers.

Strategies

BC Transit will strengthen its people and partnerships by:

- Strengthening employee engagement; and
- Strengthening partner satisfaction.

Performance Measure 13: Employee Engagement

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Employee engagement	63%	N/A	65%	N/A	67%

Data source: Biennial employee survey.

Discussion

Employee engagement measures an employee's involvement with, commitment to, and satisfaction with their work. The survey is distributed every two years. As a result of the Human Resources Action Plan implementation, employee engagement is expected to improve.

Performance Measure 14: Partner Satisfaction

Performance category	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Corporate	Partner satisfaction (on scale of 1, "very poor," to 5, "excellent")	4.06	3.55	4.00	4.03	4.06

Data source: Annual partner survey, conducted by a third party research organization.

Discussion

Partnership satisfaction measures local government partners' perception of BC Transit's customer service and reflects efforts by BC Transit to improve service delivery as well as to engage more extensively with partners in identifying and developing solutions to local transit needs. BC Transit is committed to strong relationships with its local government and operating partners. Satisfaction scores are expected to improve over the service planning period as BC Transit works with its partners to implement service expansion and enhancements.

Financial Plan

Summary Financial Outlook

	Actual 2015/16	Q3 Fcst 2016/17	Projection 2017/18	Projection 2018/19	Projection 2019/20
Revenues					
Operations	70,494	72,711	73,241	75,465	76,367
Provincial operating	103,862	104,724	108,663	112,026	112,026
Local government operating & capital	88,315	87,859	108,107	115,486	121,384
Deferred capital contributions (Provincial)	30,587	30,413	31,457	32,683	35,643
Investment and other income	3,294	3,527	3,517	5,270	5,981
	$296,552	**299,234**	**$324,985**	**$340,930**	**$351,401**
Expenses					
Operations	151,401	158,179	175,528	182,224	185,274
Maintenance	48,042	51,630	55,734	58,880	60,435
Administration	25,981	25,437	27,795	28,711	29,885
	225,424	235,246	259,057	269,815	275,594
Use of Asset	64,313	64,055	65,928	71,115	75,807
	$289,737	**299,301**	**$324,985**	**$340,930**	**$351,401**
Net Income (Loss) from BC Transit Operations [2]	**$,815**	**(67)**	-	-	-
Surplus (deficit) for the year	**$6,815**	**($67)**	**$0**	**$0**	**$0**
Capital Expenditures					
	$49,506	**$66,393**	**$161,026**	**$113,193**	**$115,150**
Long Term Debt					
Debt	186,345	179,967	179,967	211,863	271,952
Sinking Funds	90,993	93,550	105,097	111,533	129,543
Net Debt	**$95,352**	**$86,417**	**$74,870**	**$100,330**	**$142,409**
Net Assets					
Total Liabilities	473,312	485,900	574,910	650,548	734,838
Accumulated Surplus	18,276	16,420	16,420	16,420	16,420

[1] *BC Transit receives capital funding for the construction or acquisition of assets and their use in program/service delivery. Capital contributions are deferred and recognized in revenue over the useful life of the asset, as program/services are delivered, as directed by the Province.*

[2] *Retrospective amortization relating to the PSAS adoption in 2011/12 is not included for Service Plan Projection purposes ($67 in 2015/16), whereas BC Transit's historical Financial Statements are prepared using PSAS and include the retrospective amortization.*

Key Forecast Assumptions

Forecasts include cost increases associated with approved collective agreements in line with provincially mandated increases, economic stability dividends announced by the Province, inflationary pressures related to maintenance, competitive contract negotiations with operating companies, higher operating costs associated with new facility builds resulting from federal funding programs, new customer focussed fleet technology and the price of diesel. These increases are partially offset by reduced fuel and maintenance expenses attributable to additional CNG vehicles in 2017/18.

Given the uncertainty of fuel prices in the long term, future years of the Service Plan incorporate a forecasted average of $1.23/litre over the service planning period.

Management Perspective on Future Financial Outlook

Fuel remains a large financial risk to BC Transit services. While the price of fuel has remained relatively stable through 2016/17, and BC Transit continues to enjoy savings from its fuel management and supply contracts, there remains a great deal of uncertainty over the longer term price of oil and the subsequent effect on fuel costs.

The Canadian exchange rate also poses risk to the budget as a significant portion of bus parts are manufactured in the USA and Europe.

BC Transit Regulation 30/91 was amended in 2015, establishing the legislated authority for BC Transit to carry an operating reserve. This amendment facilitates BC Transit's ability to better manage budget pressures throughout the service planning period.

Major Capital Projects

There are no capital projects which meet the $50M threshold during the service planning period.

Significant IT Projects

There are no information technology (IT) projects identified in BC Transit's 2017/18 - 2019/20 Mandate Letter or which meet the $20M project threshold or the $10M fiscal year threshold.

Appendices

Appendix A: Hyperlinks to Additional Information

Corporate Governance

More information about BC Transit's Senior Leadership Team can be found at:

http://bctransit.com/*/about/executive

More information about BC Transit's governance and funding model can be found at:

http://bctransit.com/*/about/funding-and-governance

Organizational Overview

More information about BC Transit's vision, mission and values can be found at

http://bctransit.com/*/about

More information about BC Transit's program scope can be found at:

http://bctransit.com/*/about/facts/corporate

A list of transit systems can be found at:

http://bctransit.com/*/choose-transit-system

Corporate Reports

BC Transit's corporate reports, including provincial Service Plans and Annual Reports, can be found at: http://bctransit.com/*/corporate-reports

Appendix B: Subsidiaries and Operating Segments

BC Transit has no subsidiary information to report.

Appendix C: Performance Measures

Goal	Performance category	Strategy	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Goal 1: Increased Ridership	**Transit system**	Optimize service effectiveness	Conventional passenger trips per service hour	27.5	27.2	27.3	27.3	27.6
			Custom passenger trips per service hour	4.1	4.0	4.0	4.0	4.0
	Corporate	Sustain planning and integration	Communities with service optimization review completed in past five years	95%	85%	85%	85%	85%
	Transit system	Maintain service delivery	Customer satisfaction (on scale of 1, "very poor," to 5, "excellent")	3.72	3.55	3.65	3.69	3.72
	Corporate	Enhance information effectiveness	Online communication strategy effectiveness (on scale of 1, "very poor," to 5, "excellent")	3.83	3.82	3.85	3.87	3.91
	Corporate	Build awareness	Brand recognition	29%	28%	29%	30%	31%
Goal 2: Financial Management	**Corporate**	Increase revenue	Conventional operating cost recovery	36.1%	35.8%	32.8%	32.3%	32.1%
			Custom operating cost recovery	9.1%	8.7%	8.1%	8.0%	7.7%
	Corporate	Increase cost efficiency	Conventional operating cost per passenger trip	$3.76	$3.95	$4.23	$4.26	$4.29
			Custom operating cost per passenger trip	$16.36	$16.81	$18.62	$18.94	$19.54

Goal	Performance category	Strategy	Performance measure	15/16 Result	16/17 Forecast	17/18 Target	18/19 Target	19/20 Target
Goal 3: Deliver operational excellence	**Transit system**	Expand accessibility	Conventional service hours per capita	1.43	1.44	1.45	1.49	1.47
			Custom service hours per capita	0.25	0.25	0.26	0.26	0.26
	Corporate	Ensure safety	Passenger injury claims per million passenger trips	0.8	2.0	2.0	1.9	1.9
			Workplace injuries per 100 employees	5.2	5.8	5.2	5.1	5.0
	Corporate	Maintain quality of service	Planned service delivered in conventional transit systems	99.8%	99.7%	99.7%	99.7%	99.7%
	Transit system	Reduce impact	Carbon (GHG) intensity per service hour	28.88	28.86	28.83	28.82	28.81
Goal 4: Strengthen our people and partnerships	**Corporate**	Strengthen engagement	Employee engagement	63%	N/A	65%	N/A	67%
	Corporate	Strengthen satisfaction	Partner satisfaction (on scale of 1, "very poor," to 5, "excellent")	4.06	3.55	4.00	4.03	4.06

Appendix D: Performance Measure Definitions

Optimize Service Effectiveness (transit system):

Conventional passenger trips per service hour measures the effectiveness of, and the demand for, conventional transit services as provided and is determined by dividing conventional passenger trips by conventional service hours.

Custom passenger trips per service hour measures the effectiveness of, and the demand for, custom transit services as provided and is determined by dividing custom passenger trips by custom service hours (does not include taxi trips).

Sustain Planning and Integration (corporate):

Communities that have had a service optimization review completed in the past five years measures BC Transit's efforts to provide transit systems across 130 communities in the province with timely reviews and recommendations to increase transit system efficiency and effectiveness. These may include discussion documents, service reviews, evaluations and others.

Maintain Service Delivery (transit system):

Customer Satisfaction measures customers' perception of their transit experience and is determined by the average rating of customer tracking survey respondents when asked to rate their overall transit experience from one ("very poor") to five ("excellent").

Enhance Information Effectiveness (corporate):

Online communication strategy effectiveness measures customers' perception of BC Transit's online communication and is determined by the average rating of customer tracking survey respondents when asked to rate the quality of the online information, ranging from one ("very poor") to five ("excellent").

Build Awareness (corporate):

Brand recognition measures awareness of BC Transit service and is based on the per cent of customer tracking survey respondents who recognize BC Transit's role in the delivery of transit service in their local transit system.

Improve Revenue (corporate):

Conventional operating cost recovery measures the self-sufficiency and financial performance of the conventional transit system and is determined by dividing annual conventional passenger and advertising revenue by conventional operating costs.

Custom operating cost recovery measures the self-sufficiency and financial performance of the custom transit system and is determined by dividing annual custom passenger and advertising revenue by custom operating cost (includes taxi trip revenues and costs).

Increase Cost Efficiency (corporate):

Conventional operating cost per passenger trip measures the efficiency of providing conventional transit service and reflects annual conventional operating cost divided by conventional passengers carried.

Custom operating cost per passenger trip measures the efficiency of providing custom transit service and reflects annual custom operating cost divided by custom passengers carried (includes taxi trip costs and passengers).

Expand Accessibility (transit system):

Conventional service hours per capita measures the amount of conventional service provided, and is determined by the number of conventional service hours delivered divided by the population that lives within 400 m of fixed route bus service.

Custom service hours per capita measures the amount of custom service provided, and is determined by the number of custom service hours delivered divided by the population that lives within 1 km of fixed route bus service (does not include taxi trips).

Ensure Safety (corporate):

Passenger injury claims per million passenger trips measures passenger safety with respect to travel-related injuries. The way in which this measure is calculated reflects passenger injury claims through ICBC and is consistent with industry standard.

Workplace injuries per 100 employees measures employee safety using the Total Recordable Injury Rate (TRIR). TRIR is a measure of the rate of recordable workplace injuries, normalized per 100 workers per year.

Maintain Quality of Service (corporate):

Planned service delivered in conventional transit systems measures the quality of transit service and is based upon the percentage of trips that delivered as scheduled.

Environmental Impact (transit system):

Carbon intensity per service hour measures BC Transit's Greenhouse Gas Emissions (GHG). Carbon intensity is calculated using the Provincial Government's SMARTTool methodology and is measured by calculating the total emissions of BC Transit's fleet, facilities, and paper usage in carbon dioxide equivalent tonnes.

Employee Engagement (corporate):

Employee engagement measures an employee's involvement with, commitment to, and satisfaction with work. Engagement is assessed through a survey that models what aspects of the workplace influence employee engagement characteristics.

Partner Satisfaction (corporate):

Partnership satisfaction measures local government partners' perception of BC Transit's customer service and is determined by the average rating of local government transit partner respondents when asked to rate their customer service received from BC Transit from one ("very poor") to five ("excellent").